



Delaware Department of  
Natural Resources and Environmental Control (DNREC)

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FY22 EEO/AA Report and FY23 Action Plan

Fiscal Year 2022




STATE OF DELAWARE  
**DEPARTMENT OF NATURAL RESOURCES AND  
ENVIRONMENTAL CONTROL**  
RICHARDSON & ROBBINS BUILDING  
89 KINGS HIGHWAY  
DOVER, DELAWARE 19901

OFFICE OF THE  
SECRETARY

PHONE  
(302) 739-9000

**MEMORANDUM**

TO: Claire DeMatteis  
Cabinet Secretary, Department of Human Resources

FROM: Shawn Garvin   
Cabinet Secretary, DNREC

SUBJECT: Delaware Natural Resources and Environmental Control  
FY22 Equal Opportunity Employment/Affirmative Action Report  
and FY 23 Action Plan

DATE: December 15, 2022

Attached is a copy of the Delaware Natural Resources and Environmental Control FY22 Equal Employment Opportunity/Affirmative Action Report and FY23 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace*. DNREC looks forward to working with DHR to address the ongoing issue of compensation inequities between our Agency and other private and public sector job offerings in hopes of improving the underrepresentation in hard to fill position data.

If you have any questions, please feel free to contact me at 302-739-9901 or [shawn.garvin@delaware.gov](mailto:shawn.garvin@delaware.gov).

Thank you.

Enclosures

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**STATE OF DELAWARE**  
**DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENTAL CONTROL (DNREC)**  
**FY 2022/FY 2023 EEO REPORT AND ACTION PLAN**



RESPECTFUL WORKPLACE AND ANTI DISCRIMINATION POLICY <sup>1</sup> Statewide	
DHR-Policy #: To be assigned.	Authority: 29 Del. C. Chapter 90D (as applicable); 19 Del. C. Chapters 711, 712, 716, 717 and 720 (as applicable); Merit Rule 2.1; Executive Order #30
Effective Date: July 25, 2022.	Supersedes: June 24, 2019 Respectful Workplace and Anti-Discrimination Policy; June 2017 Policy on Anti-Discrimination, Workplace Harassment and Retaliation P17-001; Dec. 18, 2002 - Revised Oct. 2005 Policy on Sexual Harassment Prevention
Application: Executive Branch Agencies	Signature: <i>Clair M. Dwyer</i>

**1. Policy Purpose Statement**

The State of Delaware (State) strives to create and maintain a work environment where people are treated with dignity, decency, and respect. The accomplishment of this goal is essential to the mission of the State. The work environment of the State is characterized by mutual trust and the absence of intimidation, oppression, and exploitation. Employees must work and learn in a safe, respectful, and stimulating atmosphere. For that reason, the State will not tolerate unlawful discrimination or harassment of any kind. Managers and supervisors are responsible for fostering a workplace environment free of discrimination and harassment. Through enforcement of this policy and education of employees, the State seeks to prevent, correct, and discipline behavior that violates this policy.

All employees are covered by and are expected to comply with this policy and to take appropriate measures to assure that prohibited conduct does not occur. Appropriate disciplinary action will be taken against any employee who violates this policy. Based on the seriousness of the offense, disciplinary action may include, but not be limited to, written reprimand, suspension, or termination of employment.

**2. Scope**

This policy applies to all employees, and for this policy includes unpaid interns, joint employees, and apprentices, and includes workplace conduct by individuals such as outside vendors, contractors, consultants, customers, or constituents.

Conduct prohibited by this policy is unacceptable in the workplace and in any work-related setting outside the workplace, including business trips, business meetings, and business-related social events.

<sup>1</sup> This resource is adapted and reprinted with permission from [SHRM.org](https://www.shrm.org) © 2018. All rights reserved.

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The terms of this policy supersede any Statewide or related Executive Branch Agency policy and procedure.

**3. Definitions and Acronyms**

- **Complainant** - An individual who makes a complaint and begins the complaint process.
- **Discrimination** - Unlawful discrimination is the unjust or prejudicial treatment of individuals, based on their membership in a protected class.
- **Equal Employment Opportunity (EEO) Officer** - A Department of Human Resources (DHR) employee designated to manage EEO responsibilities at an agency.
- **Harassment** - Unwelcome conduct that is based on an individual's protected class. Harassment becomes unlawful when: 1) enduring the offensive conduct becomes a condition of continued employment; or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. The behavior need not be intentional in order to be considered harassment.
- **Investigation Findings** - Complaint investigations will result in one of the following conclusions: substantiated, partially substantiated, or unsubstantiated. Substantiated means that the research and/or evidence through corroboration verifies the allegation. Partially substantiated means that the research and/or evidence through corroboration verifies some but not all the allegations asserted in the complaint. Unsubstantiated means that research and/or evidence failed to find sufficient evidence to support or verify the Complainant's claim.
- **Investigator** - A DHR employee or other designee assigned to begin an inquiry to determine whether there is a reasonable basis for moving forward with an investigation of the alleged violation of this policy and if so, to conduct an investigation.
- **Protected Class** - Protected classes under this policy are a person's race, protective hairstyle, color, national origin, gender, age, sex, creed, pregnancy, marital status, family responsibilities, sexual orientation, gender identity or expression, veteran's status, religion, genetic information, disability, status as a victim of domestic violence, sexual assault and/or stalking, or any other category protected by applicable State and/or federal laws.
- **Respondent** - The party against whom a complaint is made, and who is responsible for providing a response to the complaint under this policy.
- **Retaliation** - An act of reprisal, interference, restraint, penalty, discrimination, intimidation, or harassment against any individual(s) taken because that individual(s) has exercised rights under this policy, or State, or federal anti-discrimination laws, and that would reasonably discourage the individual from making a complaint.

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- **Sexual Harassment** - Conduct defined in 19 Del. C. § 711A(c) which includes when an employee is subjected to unwelcome sexual advances, requests for favors, and/or other verbal or physical conduct of a sexual nature when: 1) submission to such conduct is made explicitly or implicitly a term or condition of employee's employment; 2) submission to or rejection of such conduct is used as the basis for employment decisions affecting an employee; or 3) such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile or offensive work environment.

**4. Policy**

The State promotes a safe and respectful work environment in compliance with all applicable State and federal anti-discrimination and anti-harassment laws and regulations and enforces this policy in accordance with the following standards:

**a. Discrimination**

It is a violation of this policy to discriminate in the provision of employment opportunities, benefits, or privileges; to create discriminatory work conditions; or to use discriminatory evaluative standards in employment if the basis of that discriminatory treatment is, in whole or in part, the person's protected class.

**b. Harassment**

The State prohibits harassment of any kind and will take prompt and effective action in response to alleged violations of this policy. Unlawful harassment is when enduring the offensive conduct becomes a condition of continued employment or the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. This conduct may result in a **hostile work environment**. A hostile work environment can be created by anyone in the work environment, whether it be supervisors, other employees or third parties, including constituents and customers.

The following illustrations of harassment are intended to be examples and are not exhaustive when determining whether there has been a violation of this policy:

- **Verbal harassment** includes offensive or unwelcome comments regarding a person's membership in a protected class, including jokes, slurs, and negative stereotyping.
- **Nonverbal harassment** includes distribution, display, or discussion of any written or graphic material that ridicules, denigrates, insults, belittles, or shows hostility, aversion, or disrespect toward an individual or group because of membership in a protected class, including inappropriate staring, touching, hand gestures, posters, cartoons, and other nonverbal conduct.

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**c. Sexual Harassment**

The State prohibits sexual harassment and will take prompt and effective action in response to alleged violations of this policy.

Sexual harassment occurs when unsolicited and unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature:

- is made explicitly or implicitly a term or condition of employment;
- is used as a basis for an employment decision; and/or
- unreasonably interferes with an employee's work performance or creates an intimidating, hostile or otherwise offensive environment.

Types of sexual harassment:

- **"Quid pro quo" harassment**, where submission to harassment is used as the basis for employment decisions. This can be providing employee benefits such as raises, promotions and/or better working hours directly linked to compliance with sexual advances. Examples: A supervisor promising an employee a raise if s/he goes on a date with her/him; a manager telling an employee s/he will fire her/him if s/he does not have sex with her/him.
- **"Hostile work environment,"** where the harassing conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile or offensive. A hostile work environment can be created by anyone in the work environment, whether it be supervisors, other employees, or third parties, including constituents and customers. Hostile work environment harassment may include comments of a sexual nature, unwelcome sexual materials, or unwelcome physical contact as a regular part of the work environment. Texts, e-mails, cartoons, or posters of a sexual nature; vulgar or lewd comments or jokes; or unwanted touching or fondling all fall into this category.

Sexual harassment may take different forms. The following illustrations of sexual harassment are intended to be examples and are not exhaustive when determining whether there has been a violation of this policy:

- **Verbal sexual harassment** includes innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, lewd remarks, and threats; requests for any type of sexual favor (this includes repeated, unwelcome requests for dates); and verbal abuse or "kidding" that is oriented toward a prohibited form of harassment, including that which is sexual in nature and unwelcome.

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- **Nonverbal sexual harassment** includes the distribution, display, or discussion of any written or graphic material, including calendars, posters, and cartoons that are sexually suggestive or show hostility toward an individual or group because of sex; suggestive or insulting sounds; leering; staring; whistling; obscene gestures; content in letters and notes, facsimiles, e-mail, photos, text messages, tweets, and internet postings; or other forms of communication that is sexual in nature and offensive.
- **Physical sexual harassment** includes unwelcome, unwanted physical contact, including touching, tickling, pinching, patting, brushing up against, hugging, cornering, kissing, fondling, and assault.

**d. Retaliation**

The State prohibits retaliation and will take prompt and effective action in response to alleged violations of this policy. No tangible hardship, loss, or penalty may be imposed on an employee in response to:

- Filing or responding to a complaint of discrimination or harassment;
- Appearing as a witness in the investigation of a complaint; or
- Serving as an investigator of a complaint.

**e. Violation**

Appropriate disciplinary action will be taken against any employee who violates this policy. Based on the seriousness of the offense, disciplinary action may include, but not be limited to, written reprimand, suspension, or termination of employment.

**f. EEO Officer**

DHR shall designate an employee to serve as the Agency's [EEO Officer](#).

**5. Complaint Procedures**

An employee may obtain information from their Supervisor, their Agency's Human Resources (HR) representative, Agency EEO officer, or the Labor Relations & Employment Practices (LREP) section representative at DHR about the filing of a discrimination or harassment complaint.

**a. Complaint Process**

The State will treat courteously any person who invokes this complaint procedure, and the State will handle all complaints swiftly and as confidentially as possible considering the need

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to conduct a fair and thorough investigation. Filing a complaint in good faith will not be used against the employee or have an adverse impact on their employment status. An employee who is the recipient of unwelcome conduct should attempt to communicate to the offender their objection to the conduct whenever possible. If the employee is not comfortable addressing the conduct with the offender or if that has occurred and the conduct continues, an aggrieved employee is encouraged to report incidents of alleged harassment as soon as possible. Complaints are to be submitted individually by the employee alleging harassment or discrimination.<sup>2</sup> The process in this **Respectful Workplace Anti-Discrimination Policy** shall not serve as an appeal following the disposition of an administrative decision (grievances pursuant to Merit Rules or a Collective Bargaining Agreement (CBA), discrimination charges filed at the Delaware Department of Labor (DDOL), or Equal Employment Opportunity Commission (EEOC)). Filing a false or malicious complaint is an abuse of this policy and will be treated as a violation.

**b. Confidentiality and Employee Assistance Program**

During the complaint process, the confidentiality of the information received, the privacy of the individuals involved, and the wishes of the Complainant will be protected to as great a degree as possible. The expressed wishes of the Complainant for confidentiality will be considered in the context of the State's legal obligation to act on allegations of discrimination, harassment, or retaliation, and the obligation to conduct a fair and thorough investigation. During the investigation and afterward, all parties, including witnesses when applicable, will be required to maintain strict confidentiality. In addition, any notes or documents written by or received by the person(s) conducting the investigation will be kept confidential.

The Employee Assistance Program (EAP) provides confidential counseling services to State employees enrolled in one of the State's health plans. Individuals wishing to discuss an incident confidentially or seeking information and/or advice of a personal nature are encouraged to contact the EAP. The role of the EAP in such cases will be limited to personal counseling and treatment for the person who is then an EAP client. Contacting the EAP will not qualify as notification to the State of a potential harassment or discrimination issue.

**c. Complaint Procedure**

The State has established the following procedure for filing a complaint of harassment, sexual harassment, discrimination, or retaliation (based on protected class). The State will treat all aspects of the procedure confidentially to the extent reasonably possible. Prompt reporting of complaints is encouraged, so that prompt response and appropriate action may be taken. If a supervisor or manager becomes aware of allegations of harassment or discrimination, from personal observation, as a result of a Complainant or another individual coming forward, the supervisor or manager shall discuss the concern or incident with the

<sup>2</sup> This policy does not contain provisions for group complaints.



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employee and attempt to resolve the matter in consultation with Agency Labor Relations (LR) or HR representative.

- 1) An employee (Complainant) who believes they have been harassed, discriminated, or retaliated against may initiate the complaint process by filing a complaint in writing with any of the following:
  - Supervisor
  - Manager
  - Agency's Equal Employment Opportunity Officer
  - Agency's LR or HR representative
  - Labor Relations & Employment Practices section representative of the Department of Human Resources.

For this complaint procedure, the employee alleging workplace harassment, discrimination or retaliation is not required to file a complaint with the alleged offender.

- 2) Complainants making verbal complaints will be required to complete the Respectful Workplace and Anti-Discrimination Complaint Form (Complaint Form). To proceed with an inquiry into the complaint, the Complainant must submit a written and signed Complaint Form containing sufficient details to investigate whether a violation of this policy may have occurred. The Complainant may obtain the Complaint Form online or from their Agency LR or HR representative.
- 3) If a supervisor or manager becomes aware of allegations of harassment or discrimination, either from personal observation or as a result of a Complainant or other individual coming forward and attempts at resolving the matter with the employee are not successful, the supervisor or manager shall provide the employee with this policy and complaint form and also report allegation(s) in writing to their Agency's LR or HR representative as soon as reasonably possible.
- 4) Upon receiving a Complainant's written complaint or being advised by a supervisor or manager of an alleged violation of this policy, and no later than five (5) business days, their Agency's DHR representative must notify in writing the LREP section of DHR of the complaint and must consider any measures for the protection of the Complainant or alleged victim (i.e., transferring work location of the subject of the complaint, contacting law enforcement, etc.). If the complaint is received by LREP, they shall notify the DHR representative assigned to the Complainant's agency within five (5) business days.
- 5) Within five (5) business days of receiving the written complaint from a Complainant, LREP will review and act upon the complaint. If multiple process requests (complaints or grievances) are filed on the same issue, LREP may consolidate the submissions to address the issue more effectively and efficiently. An employee or other party will be assigned as an Investigator (hereinafter "Investigator") to begin an inquiry to determine

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whether there is a reasonable basis for moving forward with an investigation of the alleged violation under this policy and, if so, to conduct the investigation. There may be circumstances when a complaint may be investigated under the [Standards of Conduct Policy](#). With harassment complaints involving an outside vendor, consultant, or similar independent contractor, the Investigator will notify the outside vendor, consultant, or similar independent contractor of the complaint, and the matter will be addressed jointly with the outside entity's employer. Harassment complaints involving a customer will be handled with the customer directly on a case-by-case basis.

- 6) During the investigation, the Investigator will interview the Complainant, the Respondent, and any witnesses; review relevant documents and other media; conduct other investigative actions to determine whether the alleged conduct occurred. Interviews may only be recorded with prior written consent of both the Investigator and the individual being interviewed or their representative. If either party refuses the recording, no participants will be allowed to record the interview or subsequent proceedings. The investigation will adhere to any relevant statute, Merit Rule, or CBA term.
- 7) If a harassment complaint involves an employee who has been charged with criminal misconduct, DHR is to conduct an investigation to determine whether the employee's conduct violated this or other State policy. The Investigator shall work with the Deputy Attorney General (DAG) assigned to the criminal complaint upon the initiation and throughout the progress of the administrative investigation. As the Investigator takes measures to coordinate with the DAG, it may cause the investigation to exceed the time limits imposed on such complaints.
- 8) State employees shall cooperate fully with any investigation covered under this policy. Failure to cooperate with investigations may result in disciplinary action.
- 9) As soon as reasonably possible but no longer than ninety (90) business days of receiving a complaint, the Investigator will conclude the investigation. The Investigator prepares a full written report (Report) that consists of their findings, conclusion, and recommendations. Based on the findings and criteria in this policy, the complaint investigation will result in one of the following conclusions: substantiated, partially substantiated, or unsubstantiated. If it is determined that a violation of this policy has occurred, the Investigator will work collaboratively with the Agency management representative to determine appropriate corrective action. Corrective action may include, but is not limited to, mandatory referral to EAP, additional training, and disciplinary action up to and including termination. If additional time is needed to complete the investigation, the Complainant and Respondent will be notified.
- 10) The designated Agency management representative shall review the report within five (5) business days and return to the Investigator who will then share the Report with the DHR Secretary or designee (LREP) for review and finalization.

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- 11) If the investigation is unsubstantiated, or partially substantiated, or if it is determined that there has been no violation of this policy, the DHR representative or designated Agency management representative may still recommend action (e.g., additional training, voluntary EAP referral, etc.).
- 12) Within five (5) business days of the determination, the Investigator will meet with the Complainant and the Respondent separately and notify each of the investigative conclusion (whether it was substantiated, partially substantiated, or unsubstantiated).
- 13) Any corrective action is to be administered within thirty (30) business days of the latter of these meetings by the Respondent's supervisor/manager. If additional time is needed, the Complainant and Respondent will be notified.
- 14) Any disciplinary action(s) shall be processed in accordance with Merit Rules, relevant statutes, and/or CBAs, where applicable.
- 15) Filing a harassment complaint according to this policy will not extend the time frames prescribed by statute by which an employee may file a formal complaint through the Merit Rules, the DDOL's Office of Anti-Discrimination, the EEOC, a Collective Bargaining Agreement (CBA), if applicable, or any court or regulatory body.

**6. Exclusions or Exceptions**

- a. The Legislative and Judicial Branches and Offices of Elected Officials are excluded but are encouraged to adopt this policy.
- b. If a complaint is filed against an employee in a law enforcement position whose classification is covered by the Law Enforcement Officers' Bill of Rights (LEOBR), agencies are to follow LEOBR investigative and other procedures, and Section 5.c. Complaint Procedure numbers 1) through 12) shall not apply.
- c. The Delaware Department of Correction maintains a separate investigative process conducted by ranking Correctional Officers at facilities, and Section 5.c. Complaint Procedure numbers 1) through 12) shall not apply.
- d. The Delaware Department of Safety and Homeland Security, Division of State Police maintains an investigative process conducted by the Office of Professional Regulation for employees in the Division of State Police, and Section 5.c. Complaint Procedure numbers 1) through 12) shall not apply.
- e. The State is not required to provide training under this subsection to applicants, independent contractors, or employees employed less than 6 months continuously.

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**7. Dissemination and Training**

**a. Dissemination**

- 1) This policy shall be disseminated to all employees with acknowledgment of receipt within thirty (30) business days of the commencement of employment.
- 2) This policy shall be posted by each State agency on its premises where notices to employees and applicants for employment are customarily posted.
- 3) The DDOL Sexual Harassment Notice shall be distributed, physically or electronically, to all new employees at the commencement of employment.
- 4) Each Agency is to post the contact information of their designated EEO Officer.

**b. Training**

- 1) The State shall provide all employees interactive training to prevent sexual harassment and other forms of discrimination in this policy and procedures within one (1) year of commencement of employment and thereafter every two (2) years.

The State shall provide all supervisors (newly hired and promoted) additional interactive supervisory training to prevent sexual harassment and other forms of discrimination in this policy and procedures within one (1) year of commencement of employment in the position and thereafter every two (2) years.

- 2) Successful completion of this training shall be documented in the Delaware Learning Center.
- 3) Each Agency is responsible for their employees adhering to these requirements.
- 4) Each covered employee is responsible for attending required trainings within the designated time frame.

**8. Data Reporting**

All agencies are required to:

- keep records of complaints of harassment; and
- track and report to DHR annually discrimination and harassment complaints, with sexual harassment complaints, tracked separately.

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- [Delaware Sexual Harassment Notice from Department of Labor](#)

**11. Policy Owner**

- **Division Name:** Division of Employee and Labor Relations
- **Policy Administrator:** Director of the Division of Employee and Labor Relations
- **Website:** <https://dhr.delaware.gov/labor/index.shtml>

*This policy is not intended to create any individual right or cause of action not already existing and recognized under State or Federal law. If there is a conflict with, i.e., the law or regulation and this policy, the law and/or regulation govern.*

*SLM*

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**SECTION I: POLICY STATEMENT**

SEE THE STATE OF DELAWARE RESPECTFUL WORKPLACE AND ANTI-DISCRIMINATION POLICY

**SECTION II: EXECUTIVE SUMMARY**

**SUMMARY STATEMENT:**

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The Department of Natural Resources and Environmental Control (DNREC) continues to promote a diverse workforce in which each employee at every level of the organization is valued and respected. We are focused on ensuring a workforce climate that is inclusive by continuing to promote equal opportunities to all persons of diverse backgrounds regardless of their race, color, religion, national origin, age, sex, mental or physical disability, sexual orientation, gender identity or expression, and veteran or military status.

The mission of DNREC is to ensure the wise management, conservation, and enhancement of the State's natural resources, protect public health and the environment, provide quality outdoor recreation, improve the quality of life, and educate the public on historic, cultural, and natural resource use, requirements, and issues. We realize that to effectively carry out this mission, our workforce must be representative of those we serve.

During FY22, the Department of Natural Resources and Environmental Control (DNREC) Human Resources Office staff identified all incoming managers/supervisors and ensured that they were assigned mandatory training within the first 60 days of hire or new appointment as a manager/supervisor. This training included awareness training to help supervisors and managers recognize implicit biases which could reduce the potential for discrimination and harassment and help build an inclusive and supportive workplace culture within their respective divisions.

In response to the increased vacancies within the agency, DNREC identified positions in the sciences, other classifications, and hard-to-fill positions and expanded recruitment efforts by attending multiple recruitment fairs which widened exposure of active recruitments for potential applicants. The agency also highlighted hard-to-fill classifications during the ten-day Delaware State Fair which allowed Human Resources staff to engage with people from various Diverse groups and offered opportunities for potential applicants to learn about open positions and fill out job applications on-site, if desired\*.

The Agency currently has an internship program through the Veteran's Cooperative program that will continue to remain in effect.

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<b>DEPARTMENT SUMMARY</b>	
<b>Names of Divisions</b>	<b># of Employees</b>
Office of the Secretary (OTS)	32
Air Quality (DAQ)	51
Fish and Wildlife (F&W)	101
Climate Coastal and Energy (CCE)	34
Parks and Recreation (P&R)	155
Waste and Hazardous Substances	90
Water	82
Watershed Stewardship	55
Environmental Crimes Unit	12
Environmental Finance	14
Fiscal Management	35
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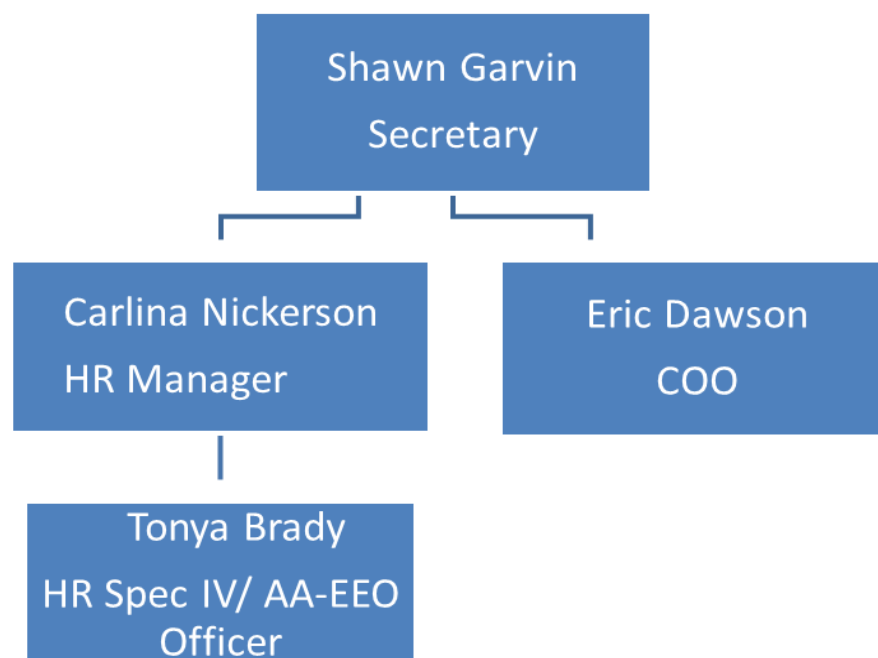
## **Responsibilities for Implementation**

### **RESPONSIBILITIES STATEMENT**

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The Secretary of Delaware Natural Resources and Environmental Control oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Human Resources Specialist IV, Tonya Brady, 302-739-9060, [tonya.brady@delaware.gov](mailto:tonya.brady@delaware.gov) implements the Affirmative Action Plan and ensures that managers comply with federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

- Act as a key resource to departmental management regarding equal employment opportunity, affirmative action, and workforce diversity matters.
- Coordinate and monitor action plans designed to identify the causes of underutilization problems and to eliminate employment barriers.
- Review departmental policies and procedures to ensure there is no adverse impact against employees in any racial/ethnic, gender, gender identification, or disability category.
- Manages the discrimination complaint system which includes investigating allegations of discrimination, maintaining tracking systems, records, and appropriate posting requirements.
- Propose personnel management policies, procedures, and practices (i.e., recruitment, hiring, retention, etc.)
- Participate in outreach/recruitment planning and evaluates the results of efforts.
- Provide consultation, training, assistance, and advice to the Department on workforce diversity issues, availability, and trends.
- Promote EEO/AA initiatives and provides training, consultation, and technical assistance on such issues as developing recruitment pools, interviewing skills, and procedures.
- Educates and informs incoming staff on the DNREC commitment to being an inclusive employer, by way of the New Employee Orientation.



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**Section III: FY22 Accomplishments: July 1, 2021, To June 30, 2022**

**STRATEGIC PRIORITY (SP-1)**

**Workplace Environment, Climate, and Culture**

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely.

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Steps Taken</b>	<b>Status</b>
SP-1 Goal 1	Resolve recruitment barriers due to low starting compensation rates in Enforcement and Hard to Fill positions.	Compared the number of new and retained recruits versus other agencies.	DNREC HRO Management	DNREC Cabinet-level Management submitted a pay comparison to the DHR Secretary outlining job training, duties, and responsibilities of DNREC enforcement versus that of their counterparts in County, Municipal, and full-service enforcement agencies; justifying the request for equitable pay.	Pending
SP-1 Goal 2	Recruit for hard-to-fill positions: Engineers, Enforcement Officers	Compared number of accepted first candidate offers versus previous offers accepted for those positions.	DNREC HRO Management	DNREC offers initial sign-on bonuses to attract, hire and retain new hires in the identified classifications.	Pending

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**STRATEGIC PRIORITY (SP-2)**

**Management and Supervisory Effectiveness**

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition.

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Steps Taken</b>	<b>Status</b>
SP-2 Goal 1	Recruit for hard-to-fill positions: Engineers, Enforcement Officers.	DNREC will continue to compare the effectiveness of offering sign-on incentives.	DNREC HRO Management	DNREC offers initial sign-on bonuses to attract, hire and retain new hires in the identified classifications.	Pending
SP-2 Goal 2	Increase retention of DNREC Enforcement Officers by seeking to increase starting salary through Union negotiations.	DNREC is working with DHR and rank-and-file staff to foster an equitable start rate that is comparable to other State and Municipal Enforcement Agencies.	DHR, OMB, DNREC Cabinet, and HRO Management	Entered into negotiations with the Bargaining unit representing the Agency rank and File officers.	Ongoing negotiations
SP-2 Goal 3	Increase retention of DNREC Enforcement Command Staff by seeking to increase starting salary through Union negotiations.	DNREC is currently in negotiations with the Collective Bargaining Unit to foster an equitable compensation rate that is reflective of the level of work being performed and to address compression and potential raises for Command Staff (Chiefs & Captains).	DHR, OMB, DNREC Cabinet, and HRO Management	Entering into negotiations with the Bargaining unit representing the Agency Enforcement Command Staff.	Ongoing negotiations
SP-2 Goal 4	The Agency is making greater recruitment efforts to increase the Division's visibility at the Delaware State Fair and other local and regional job fairs.	DNREC will measure success by comparing recruitment and retention numbers to that of previous years.	DNREC HRO Management	On-site application stations were provided at the DNREC Building at the DE State Fair, and multiple Statewide job and recruitment fairs.	Ongoing

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**STRATEGIC PRIORITY (SP-3)**

**Recruitment and Retention**

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Steps Taken</b>	<b>Status</b>
SP-3 Goal 1	Resolve recruitment barriers due to low starting compensation rates in Enforcement and Hard to Fill positions.	Compared the number of new and retained recruits versus other agencies.	DNREC HRO Management	DNREC Cabinet-level Management submitted a pay comparison to the DHR Secretary outlining job training, duties, and responsibilities of DNREC enforcement versus that of their counterparts in County, Municipal, and full-service enforcement agencies; justifying the request for equitable pay.	Pending
SP-3 Goal 2	Recruit for hard-to-fill positions: Engineers, Enforcement Officers.	Compared the number of accepted first candidate offers versus previous offers accepted for those positions.	DNREC HRO Management	DNREC offers initial sign-on bonuses to attract, hire and retain new hires in the identified classifications.	Pending

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**SECTION IV: WORKFORCE ANALYSIS**

**DNREC Overview:**

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The Department of Natural Resources and Environmental Control is underrepresented in six EEO-4 categories. DNREC has 661 employees and minorities represent 15% of the DNREC workforce, a 2% increase from FY21. As an addition to this report, the Agency would like to make it known that Salaries in state government remain a barrier, much like having a union contract that does not allow salaries to be increased past 80% of the midpoint.

Below are observable trends that affect DNREC's opportunity to increase diversity in its workforce:

- Competition for engineering and stem fields is high from private industry and the Federal Government. DNREC did begin to offer recruitment incentives for the Engineer series.
- DNREC has 35 hard-to-fill jobs, specifically Engineers, Planners, Analytical Chemists, Hydrologists, Environmental Program Managers, and Enforcement Officers.
- DNREC has 70 positions in Protective Services which includes their Enforcement Officers. Minorities only occupy 5% of these 70 positions. Competition and public perception of the field make it difficult to attract diverse talent.
- DNREC has excellent outreach to the public, especially the Division of Parks and Recreation. The agency is particularly active on social media to promote the agency and employment opportunities. DHR has requested the Agency target recruitment efforts towards diverse schools and promote job shadowing and internships through the Delaware Pathways Program to encourage students to join the field, thus increasing diversity in the workforce.
- Only 25% of job applicants at DNREC are minority. DHR has requested the Agency source an increasingly diverse candidate pool by partnering with Delaware State University and other Historically Black colleges and Universities for their stem positions.
- DNREC hires over 600 casual/seasonal employees during the summer. DHR has requested that the Agency ensure they are targeting diverse schools to get more interest in their summer jobs, which may lead to more diverse recruitments for full-time positions.
- To stay competitive in the job market, DNREC is allowing remote work to attract the younger generations to their jobs.
- With the new census numbers, DNREC's minority underrepresentation has increased in all categories except Paraprofessional. DHR has requested the Agency educate hiring managers on their role in creating a diverse workforce through recruitment and retention efforts.

In summary, DNREC is underrepresented in seven EEO-4 categories.

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## **DNREC Demographics at a Glance:**

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The total number of DNREC employees as of June 30, 2022, by EEO-4 category is 661.

The DNREC EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DNREC workforce based on the total number of employees within the eight EEO-4 categories. Analyses are made comparing DNREC workforce demographics to the available Delaware regional labor market statistics by race/ethnicity, and gender. DNREC does not hire in Service Maintenance EEO-4 categories.

The following summary of findings were derived from this data:

### **Minority Representation:**

- Minorities represent 15% of the total DNREC workforce, a 2% increase from FY21.
- Minorities are under-represented in the following EEO-4 categories:
  - Officials & Administrators (-16%)
  - Professionals (-13%)
  - Technicians (-13%)
  - Protective Services (-33%)
  - Para-Professional (-9%)
  - Office & Clerical (-4)
  - Skilled Craft (-17%)

### **Female Representation:**

- Females represent 43% of the total DNREC workforce, a 1% increase from FY21.
- Females are under-represented in the following EEO-4 categories:
  - Officials & Administrators (-9%)
  - Professionals (-7%)
  - Technicians (-23%)
  - Paraprofessionals (-14%)
  - Skilled Craft (-3%)

### **Male Representation:**

- Males represent 57% of the DNREC workforce, a 1% decrease from FY21.
- Males are under-represented in the following EEO-4 categories:
  - Office & Clerical (-27%)

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**EEO-4 Status Report FY 2022**  
**(Without Casual/Seasonal)**

**Table 1**

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	61	2	2	2	0	1	1	69	64%	3	38	1	0	0	0	0	0	39	36%	1	108	9	8%
2 Professionals	120	12	1	7	0	0	1	141	48%	4	125	16	4	4	0	0	3	152	52%	3	293	48	16%
3 Technicians	21	3	1	0	0	1	1	27	73%	3	7	2	0	0	0	0	1	10	27%	0	37	9	24%
4 Protective Services	52	0	1	0	0	0	1	54	92%	2	5	0	0	0	0	0	0	5	8%	0	59	2	3%
5 Para Professional	2	1	0	0	0	0	0	3	38%	0	4	0	0	0	0	0	1	5	63%	0	8	2	25%
6 Office & Clerical	4	0	0	2	0	0	0	6	8%	0	53	11	4	1	0	1	2	72	92%	2	78	21	27%
7 Skilled Craft	69	5	0	1	0	0	1	76	97%	0	2	0	0	0	0	0	0	2	3%	0	78	7	9%
8 Service Maintenance	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
Totals	329	23	5	12	0	2	5	376	57%	12	234	30	8	5	0	1	7	285	43%	6	661	98	15%

**Table 1** illustrates the total FY 22 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

*Table 1 data were obtained from the PHRST system as of 06/30/2022.*

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**Minority Labor Market Representation FY2022**  
**(Including Race and Ethnicity)**

**Table 2**

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	8%	-16%	3%	2%	2%	0%	1%	1%
2 Professionals	29%	16%	-13%	10%	2%	4%	0%	0%	1%
3 Technicians	38%	24%	-13%	14%	3%	0%	0%	3%	5%
4 Protective Services	37%	3%	-33%	0%	2%	0%	0%	0%	2%
5 Para Professional	34%	25%	-9%	13%	0%	0%	0%	0%	13%
6 Office & Clerical	31%	27%	-4%	14%	5%	4%	0%	1%	3%
7 Skilled Craft	26%	9%	-17%	6%	0%	1%	0%	0%	1%
8 Service Maintenance	45%	0%	NA	0%	0%	0%	0%	0%	0%

**Female Labor Market Representation FY2022**  
**(Including Race and Ethnicity)**

**Table 3**

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	36%	-9%	35%	1%	0%	0%	0%	0%	0%
2 Professionals	59%	52%	-7%	43%	5%	1%	1%	0%	0%	1%
3 Technicians	50%	27%	-23%	19%	5%	0%	0%	0%	0%	3%
4 Protective Services	19%	8%	-11%	8%	0%	0%	0%	0%	0%	0%
5 Para Professional	77%	63%	-14%	50%	0%	0%	0%	0%	0%	13%
6 Office & Clerical	65%	92%	27%	68%	14%	5%	1%	0%	1%	3%
7 Skilled Craft	6%	3%	-3%	3%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	NA	0%	0%	0%	0%	0%	0%	0%

**Male Labor Market Representation FY2022**  
**(Including Race and Ethnicity)**

**Table 4**

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	64%	9%	56%	2%	2%	2%	0%	1%	1%
2 Professionals	41%	48%	7%	41%	4%	0%	2%	0%	0%	0%
3 Technicians	50%	73%	23%	57%	8%	3%	0%	0%	3%	3%
4 Protective Services	81%	92%	11%	88%	0%	2%	0%	0%	0%	2%
5 Para Professional	23%	38%	14%	25%	13%	0%	0%	0%	0%	0%
6 Office & Clerical	35%	8%	-27%	5%	0%	0%	3%	0%	0%	0%
7 Skilled Craft	94%	97%	3%	88%	6%	0%	1%	0%	0%	1%
8 Service Maintenance	56%	0%	NA	0%	0%	0%	0%	0%	0%	0%

Tables 2, 3, and 4 illustrate the variance between the Regional Labor Market and agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2022.



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**Minority Representation Trends FY20, 21, 22**

**Table 5**

EEO-4 CATEGORY	FY20 Minority Variance of Labor Market	FY21 Minority Variance of Labor Market	FY22 Minority Variance of Labor Market
1 Officials & Administrators	-14%	-17%	-16%
2 Professionals	-8%	-14%	-13%
3 Technicians	-5%	-16%	-13%
4 Protective Services	-28%	-32%	-33%
5 Paraprofessional	-10%	-9%	-9%
6 Office & Clerical	-9%	-15%	-4%
7 Skilled Craft	-15%	-19%	-17%
8 Service Maintenance	NA	NA	0%

**Female Representation Trends FY20, 21, 22**

**Table 6**

EEO-4 CATEGORY	FY20 Female Variance of Labor Market	FY21 Female Variance of Labor Market	FY22 Female Variance of Labor Market
1 Officials & Administrators	-10%	-7%	-9%
2 Professionals	-9%	-9%	-7%
3 Technicians	-27%	-21%	-23%
4 Protective Services	-20%	-4%	-11%
5 Paraprofessional	-17%	-14%	-14%
6 Office & Clerical	25%	26%	27%
7 Skilled Craft	-2%	-2%	-3%
8 Service Maintenance	NA	NA	0%

**Male Representation Trends FY20, 21, 22**

**Table 7**

EEO-4 CATEGORY	FY20 Male Variance of Labor Market	FY21 Male Variance of Labor Market	FY22 Male Variance of Labor Market
1 Officials & Administrators	10%	7%	9%
2 Professionals	9%	9%	7%
3 Technicians	27%	21%	23%
4 Protective Services	20%	4%	11%
5 Paraprofessional	17%	14%	14%
6 Office & Clerical	-25%	-26%	-27%
7 Skilled Craft	2%	2%	3%
8 Service Maintenance	NA	NA	0%

**Tables 5, 6, and 7** illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

*Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2022*

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**SECTION V: COMPLAINTS**

Table 8

Total Complaints by Gender As of 06/30/2022	
Male	12
Woman	8
Other	1
Total	21
Total Complaints by Race/Ethnicity As of 06/30/2022	
Black - African American	2
Asian	0
Hispanic/Latinx	0
Native American/Alaskan Native	0
Not identified	1
Pacific Islander/Native Hawaiian	0
Two or more races	0
White	18
Total	21
Total Complaints by Employment Status As of 06/30/2022	
Merit	11
Non-Merit Exempt	0
Casual/Seasonal	8
Temp/Contract	1
Total	20
Total Complaints by Category As of 06/30/2022	
Informal	19
Formal	2
External	0
Total	21

Total Complaints by Type As of 06/30/2022	
ADA	3
Discrimination	2
Gender	0
Generic Issue	12
Harassment	0
Hostile Work Environment	2
Merit Rule	1
Misconduct	1
Retaliation	0
Sexual Harassment	0
Workplace Violence	0
Total	21
Total Complaints by Current Status As of 06/30/2022	
Open	8
Closed	13
Total	21
Total Complaints by Resolution As of 06/30/2022	
To be Determined	6
Substantiated	2
Unsubstantiated	13
Total	21

**Table 8** illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

*Table 8 data were obtained from agency internal records during FY22.*

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**SECTION VI: EMPLOYEE ACTIONS**

**Table 9**

TYPE	2021		2022		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	2	18%	0	0%	-100%
Total Female Minority Disciplines	0	0%	0	0%	0%
Total Male Non-Minority Disciplines	9	82%	0	0%	-100%
Total Male Minority Disciplines	0	0%	0	0%	0%
Total Disciplines	11	100%	0	0%	-100%
SEPARATIONS					
Total Female Non-Minority Separations	20	32%	36	43%	44%
Total Female Minority Separations	4	6%	3	4%	-33%
Total Male Non-Minority Separations	36	57%	44	52%	18%
Total Male Minority Separations	3	5%	1	1%	-67%
Total Separations	63	100%	84	100%	25%
NEW HIRES					
Total Female Non-Minority New Hires	20	41%	59	45%	66%
Total Female Minority New Hires	7	14%	16	12%	56%
Total Male Non-Minority New Hires	17	35%	51	39%	67%
Total Male Minority New Hires	5	10%	5	4%	0%
Total New Hires	49	100%	131	100%	63%
PROMOTIONS					
Total Female Non-Minority Promotions	18	32%	35	34%	49%
Total Female Minority Promotions	0	0%	4	4%	100%
Total Male Non-Minority Promotions	35	63%	64	62%	45%
Total Male Minority Promotions	3	5%	1	1%	-67%
Total Promotions	56	100%	104	100%	46%

**Table 9** displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

*Table 9 data were obtained from the PHRST system as of 06/30/2022.*

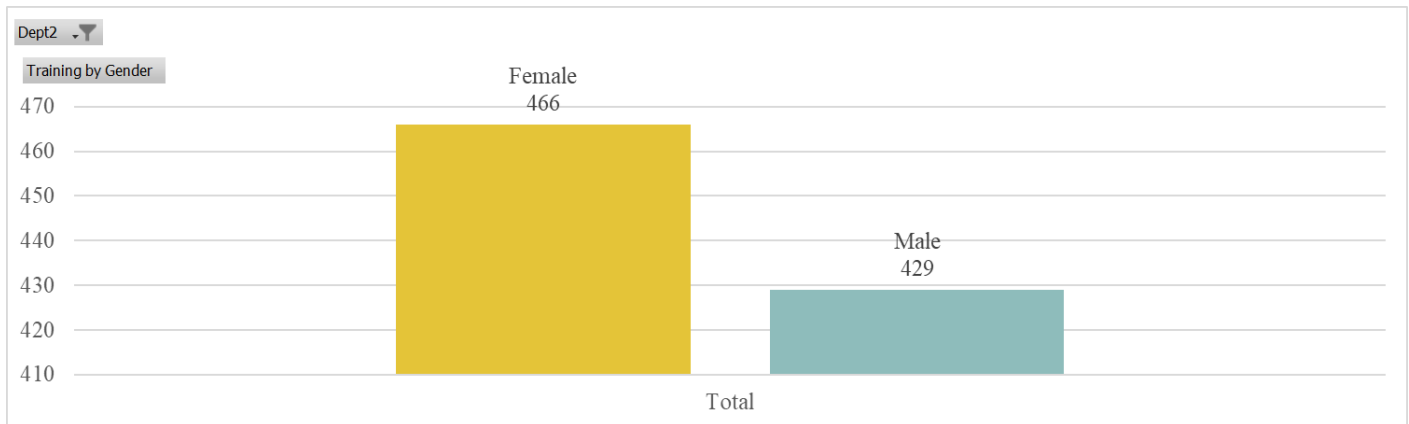
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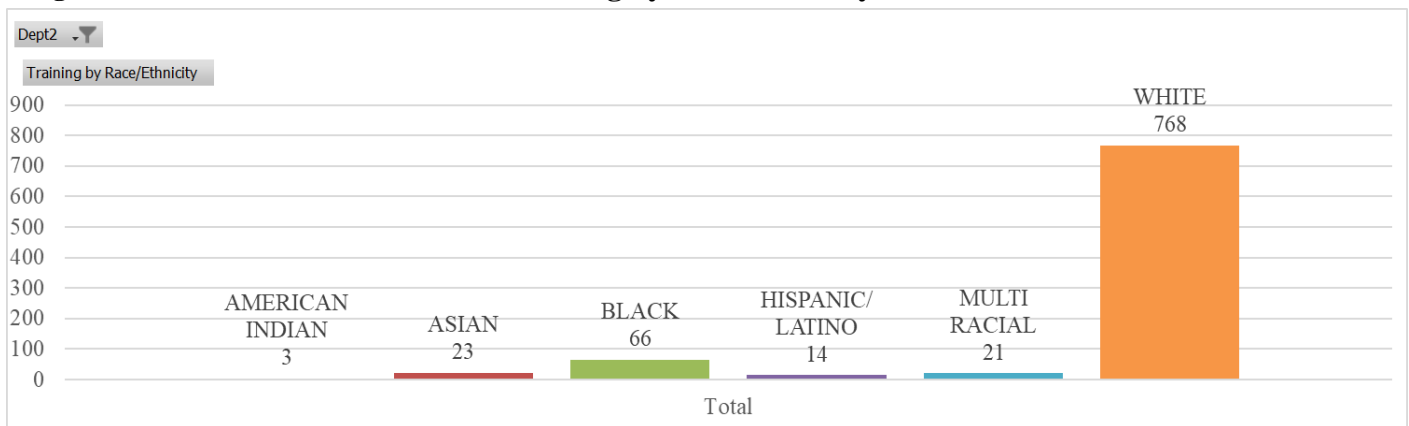
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#### SECTION VII: EMPLOYEE ENGAGEMENT

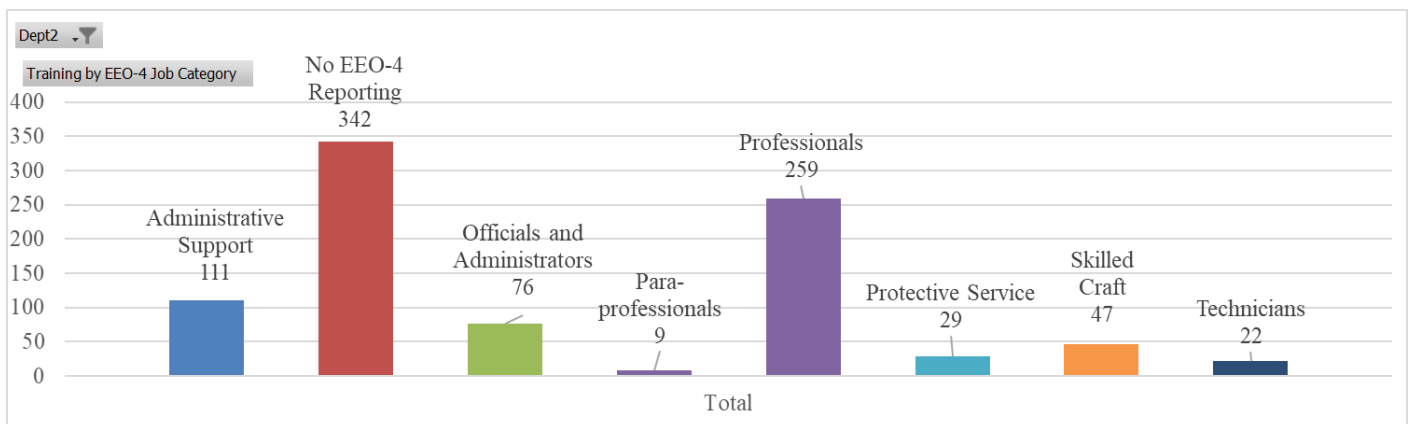
**Figure 10 Training by Gender**



**Figure 11 Training by Race/Ethnicity**



**Figure 12 Training by EEO-4 Job Category**



**Figures 10-12** display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

*Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2022.*

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**Table 13**

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Non-Minority Female	4
Total Minority Female	0
Total Non-Minority Male	1
Total Minority Male	0
<b>Total Employees Requesting Tuition Reimbursement</b>	<b>5</b>

**Table 13** displays the total number of employees receiving tuition reimbursement by gender and minority status.

*Table 13 data were obtained from agency internal records during FY22.*

**Table 14**

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	18
Total Requests for Accommodations	3
Total Requests Accommodated	3
Total Selective Placement Candidates Interviewed	3
Total Selective Placement Candidates Hired	0

**Table 14** displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program.

*Table 14 data were obtained from the PHRST system as of 06/30/2022.*

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**Table 15**

EXIT SURVEY SUMMARY						
	EXCELLEN	GOOD	AVERAGE	BELOW	POOR	TOTAL
Agency as a place to work	31%	32%	25%	12%	0%	100%
	18	19	15	7	0	59
Opportunity for advancement or promotion	3%	19%	33%	21%	24%	100%
	2	11	19	12	14	58
Recognition of accomplishments/contributions	20%	24%	22%	19%	15%	100%
	12	14	13	11	9	59
Relationships with co-workers	52%	34%	12%	0%	2%	100%
	30	20	7	0	1	58
Relationship with your manager/supervisor	49%	25%	14%	7%	5%	100%
	29	15	8	4	3	59
Agency commitment to quality and customer service	29%	41%	25%	5%	0%	100%
	17	24	15	3	0	59
Work area tools available to perform the functions of your job	37%	29%	25%	7%	2%	100%
	22	17	15	4	1	59
Performance goals were clear and you knew what was expected of you in your job	32%	32%	17%	7%	12%	100%
	19	19	10	4	7	59
Training and development needs were assessed and met	27%	34%	15%	14%	10%	100%
	16	20	9	8	6	59
Benefits package	31%	39%	20%	8%	2%	100%
	18	23	12	5	1	59
Compensation	7%	12%	30%	21%	30%	100%
	4	7	17	12	17	57
Family-Friendly Workplace	36%	36%	25%	2%	2%	100%
	21	21	15	1	1	59

**Table 15** illustrates Exit Survey Summary data for employees who left the Department and were willing to provide responses.

*Table 15 data were obtained from the employee responses provided on an online survey during FY22.*

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**SECTION XIII: RECRUITMENT AND RETENTION SUMMARY FY 2022 (JULY 1, 2022 – JUNE 30, 2023)**

**Table 16\***

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/21)	Vacancies (as of 6/30/22)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 21	Vacancy Rate FY 22	% change FY22 vs FY21
2	1	MGBA04	Analytical Chemist IV	6	33%	17%	-50%
0	0	MDAZ03	Biometrician	2	0%	0%	0%
0	0	MBBD08	DNREC Chief Enforcement Officer	3	0%	0%	0%
0	0	MBBD07	DNREC Regional Enforcement Officer	6	0%	0%	0%
2	3	MBBD06	DNREC Enforcement Officer V	11	18%	27%	33%
0	0	MBBD05	DNREC Enforcement Officer IV	9	0%	0%	0%
0	3	MGBF02	DNREC Enforcement Officer III	16	0%	19%	100%
1	2	MBBD03	DNREC Enforcement Officer II	14	7%	14%	50%
1	3	MBBD02	DNREC Enforcement Officer I	17	6%	18%	67%
0	0	MBBD01	DNREC Enforcement Trainee	2	0%	0%	0%
0	0	MCCZ13	Electrical and Mechanical Supervisor	1	0%	0%	0%
3	3	MFBC01	Engineer I	9	33%	33%	0%
0	1	MFBC02	Engineer II	6	0%	17%	100%
0	2	MFBC03	Engineer III	18	0%	11%	100%
0	1	MFBC04	Engineer IV	19	0%	5%	100%
0	0	MFBC05	Engineer V	1	0%	0%	0%
0	0	MFBC06	Engineer VI	3	0%	0%	0%
1	3	MFBC07	Engineer Program Manager I	4	25%	75%	67%
0	0	MFBC08	Engineer Program Manager II	1	0%	0%	0%
2	7	MGCD01	Environmental Program Manager I	15	13%	47%	71%
1	2	MGCD02	Environmental Program Manager II	31	3%	6%	50%
0	0	MGBF02	Hydrologist II	3	0%	0%	0%
1	1	MGBF03	Hydrologist III	6	17%	17%	0%
1	0	MGBF04	Hydrologist IV	9	11%	0%	-100%
1	1	MGBB01	Laboratory Manager I	2	50%	50%	0%
0	0	MGBB02	Laboratory Manager II	1	0%	0%	0%
0	1	MFEA02	Planner II	7	0%	14%	100%
3	2	MFEA04	Planner IV	11	27%	18%	-33%
0	0	MFEA07	Principal Planner	6	0%	0%	0%
1	0	MCCZ25	Senior Deputy Boiler Inspector	1	100%	0%	-100%

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**Table 17**

HARD-TO-FILL APPLICANT PIPELINE						
Job Code	Job Title	# Times Posted in FY22	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MGBA04	Analytical Chemist IV	N/A				
MDAZ03	Biometrician	N/A				
MBBD08	DNREC Chief Enforcement Officer	N/A				
MBBD07	DNREC Regional Enforcement Officer	N/A				
MBBD06	DNREC Enforcement Officer V	2	10	5	7	4
MBBD05	DNREC Enforcement Officer IV	N/A				
MGBF02	DNREC Enforcement Officer III	N/A				
MBBD03	DNREC Enforcement Officer II	1	8	8	5	5
MBBD02	DNREC Enforcement Officer I	N/A				
MBBD01	DNREC Enforcement Trainee	N/A				
MCCZ13	Electrical and Mechanical Supervisor	N/A				
MFBC01	Engineer I	4	30	8	23	6
MFBC02	Engineer II	2	14	7	10	5
MFBC03	Engineer III	1	14	14	9	9
MFBC04	Engineer IV	1	3	3	0	0
MFBC05	Engineer V	1	4	4	1	1
MFBC06	Engineer VI	1	3	3	0	0
MFBC07	Engineer Program Manager I	1	4	4	1	1
MFBC08	Engineer Program Manager II	1	3	3	1	1
MGCD01	Environmental Program Manager I	2	19	10	6	3
MGCD02	Environmental Program Manager II	4	36	9	21	5



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HARD-TO-FILL APPLICANT PIPELINE						
Job Code	Job Title	# Times Posted in FY22	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MGBF02	Hydrologist II	1	5	5	3	3
MGBF03	Hydrologist III	1	6	6	3	3
MGBF04	Hydrologist IV	N/A				
MGBB01	Laboratory Manager I	N/A				
MGBB02	Laboratory Manager II	N/A				
MFEA02	Planner II	4	51	13	24	6
MFEA04	Planner IV	N/A				
MFEA07	Principal Planner	N/A				
MCCZ25	Senior Deputy Boiler Inspector	N/A				

**Tables 16 and 17** display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

*Table 16 data were obtained from the PHRST system as of 06/30/2022.*

*Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.*

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**Table 18**

Turnover by Division				
Dept ID	Division	Turnover Rate FY21	Turnover Rate FY22	% Change FY22 vs FY21
400101100	DNREC/Secty/Off of the Sect	14%	22%	8%
400103300	DNREC/Secty/Community Affai	7%	0%	-7%
400103600	DNREC/ECU Enforcement	8%	0%	-8%
400105500	DNREC/Scty/Ofc Innov/Tech S	0%	100%	100%
400106600	DNREC/Environmental Finance	8%	15%	7%
400107700	DNREC/Fiscal Management	8%	3%	-5%
400302200	DNREC/Parks and Recreation	9%	12%	3%
400302600	DNREC/Parks & Rec Enforceme	9%	4%	-5%
400303300	DNREC/Fish and Wildlife	10%	12%	2%
400303600	DNREC/Fish and Wildlife	7%	20%	13%
400304400	DNREC/Watershed Stewardship	5%	22%	17%
400402200	DNREC/Air Quality	17%	17%	0%
400403300	DNREC/Water	6%	6%	0%
400404400	DNREC/Waste & Haz Sub	12%	16%	4%
400405500	DNREC/Climate Coastal Energ	6%	15%	9%
Department Average		8%	18%	5%

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**Table 19**

Turnover by Hard-to-Fill Jobs				
Job Code	Job Title	Turnover Rate FY21	Turnover Rate FY22	% Change FY22 vs FY21
MGBA04	Analytical Chemist IV	0%	22%	22%
MDAZ03	Biometrician	50%	0%	-50%
MBBD08	DNREC Chief Enforcement Officer	0%	21%	21%
MBBD07	DNREC Regional Enforcement Officer	33%	0%	-33%
MBBD06	DNREC Enforcement Officer V	0%	11%	11%
MBBD05	DNREC Enforcement Officer IV	0%	15%	15%
MGBF02	DNREC Enforcement Officer III	11%	0%	-11%
MBBD03	DNREC Enforcement Officer II	0%	0%	0%
MBBD02	DNREC Enforcement Officer I	13%	0%	-13%
MBBD01	DNREC Enforcement Trainee	0%	0%	0%
MCCZ13	Electrical and Mechanical Supervisor	0%	0%	0%
MFBC01	Engineer I	50%	0%	-50%
MFBC02	Engineer II	0%	73%	73%
MFBC03	Engineer III	0%	22%	22%
MFBC04	Engineer IV	11%	16%	5%
MFBC05	Engineer V	0%	0%	0%
MFBC06	Engineer VI	0%	33%	33%
MFBC07	Engineer Program Manager I	0%	50%	50%
MFBC08	Engineer Program Manager II	0%	0%	0%
MGCD01	Environmental Program Manager I	0%	17%	17%
MGCD02	Environmental Program Manager II	0%	10%	10%
MGBF02	Hydrologist II	0%	25%	25%
MGBF03	Hydrologist III	0%	0%	0%
MGBF04	Hydrologist IV	0%	0%	0%
MGBB01	Laboratory Manager I	0%	17%	17%
MGBB02	Laboratory Manager II	0%	10%	10%
MFEA02	Planner II	0%	0%	0%
MFEA04	Planner IV	8%	18%	10%
MFEA07	Principal Planner	0%	33%	33%
MCCZ25	Senior Deputy Boiler Inspector	0%	0%	0%

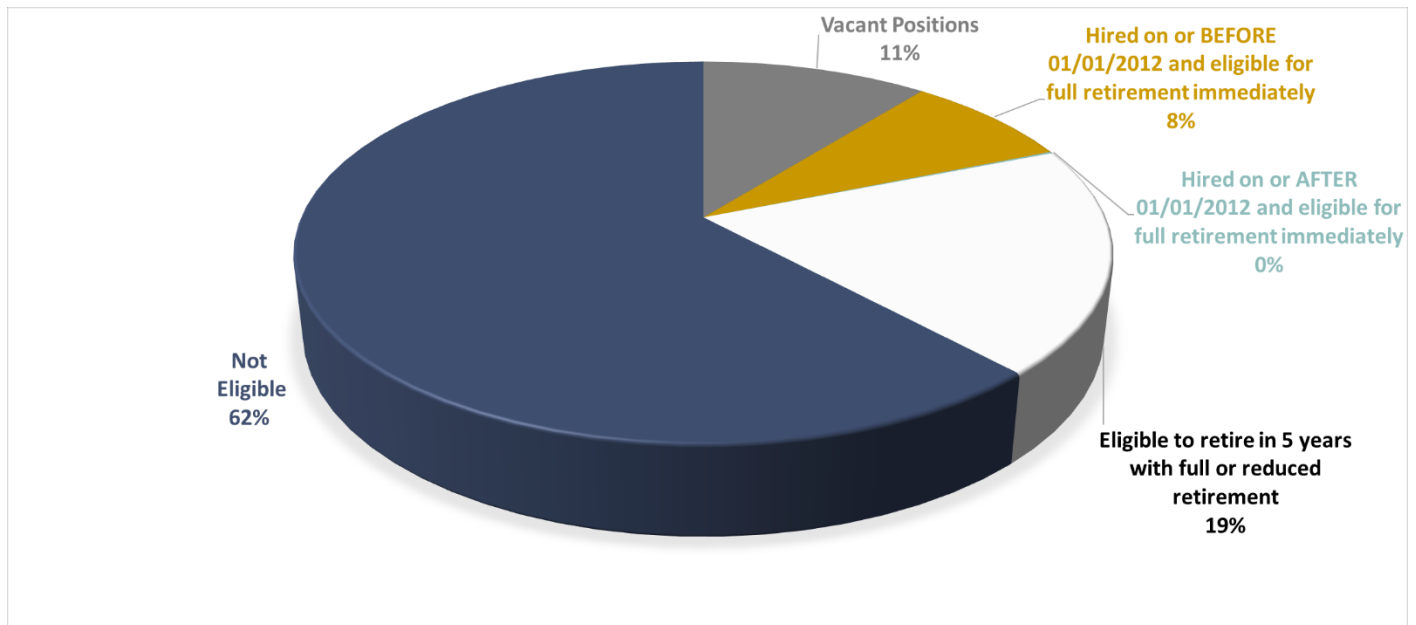
**Tables 18 and 19** display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

*Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2022.*

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**RETIREMENT ELIGIBILITY BREAKDOWN - FY22**

**Figure 20**



**Figure 20** illustrates the percentage of positions based on their retirement eligibility status.

*Figure 20 data were obtained from the PHRST system as of 06/30/2022.*

**Retirement Eligible Criteria:** \*\*

***Employees Initially hired prior to January 1, 2012***

1. Five (5) years pension credited service (must have five (5) consecutive) and has attained age 62; or,
2. Fifteen (15) years of pension credited service (must have five (5) consecutive) and has attained age 60; or,
3. Thirty (30) years of pension credited service (must have five (5) consecutive) regardless of age.

***Employees Initially hired on or after January 1, 2012***

1. Ten (10) years pension credited service (must have five (5) consecutive) and has attained age 65; or,
2. Twenty (20) years of pension credited service (must have five (5) consecutive) and has attained age 60; or
3. Thirty (30) years of pension credited service (must have five (5) consecutive) regardless of age

**Department of Natural Resources and Environmental Control:** Per H.B. 363, DNREC Officers are fully eligible to retire after 25 years of credited state service.

\*\*Source: State Employees' Pension Plan Retirement Overview, 29 Del. C. c. 55, as amended.

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**RETIREMENT ELIGIBILITY BY DIVISION as of 6/30/2022**

**Table 21**

Air Quality (DAQ)						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
60	51	9	8	1	12	30
Climate Coastal and Energy (CCE)						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
39	34	5	0	0	7	27
Environmental Crimes Unit						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
13	12	1	0	0	1	11
Environmental Finance						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
15	14	1	3	0	2	9
Fiscal Management						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
39	35	4	4	0	8	23
Fish and Wildlife						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
114	101	13	13	0	19	69
Parks and Recreation						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
166	155	11	13	0	36	106
Office of the Secretary						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
34	32	2	0	0	10	22
Waste Management						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
100	90	10	10	0	16	64
Water						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
96	82	14	9	0	21	52
Watershed Protection						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
64	55	9	0	0	10	45
Department of Natural Resources and Environmental Control Totals						
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
740	661	79	60	1	142	458

**Table 21** illustrates the total number and percentage of positions by Division based on their retirement eligibility status.

Table 21 data were obtained from the PHRST system as of 06/30/2022.

# STATE OF DELAWARE

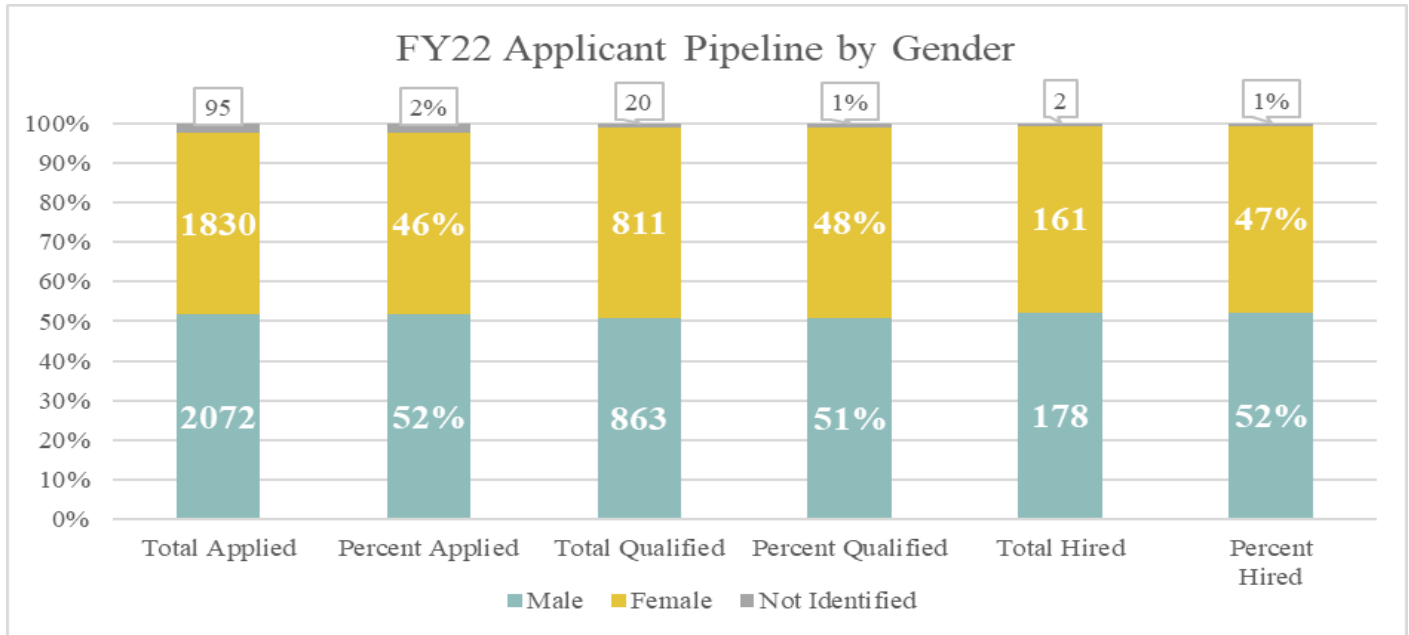
## DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENTAL CONTROL (DNREC)

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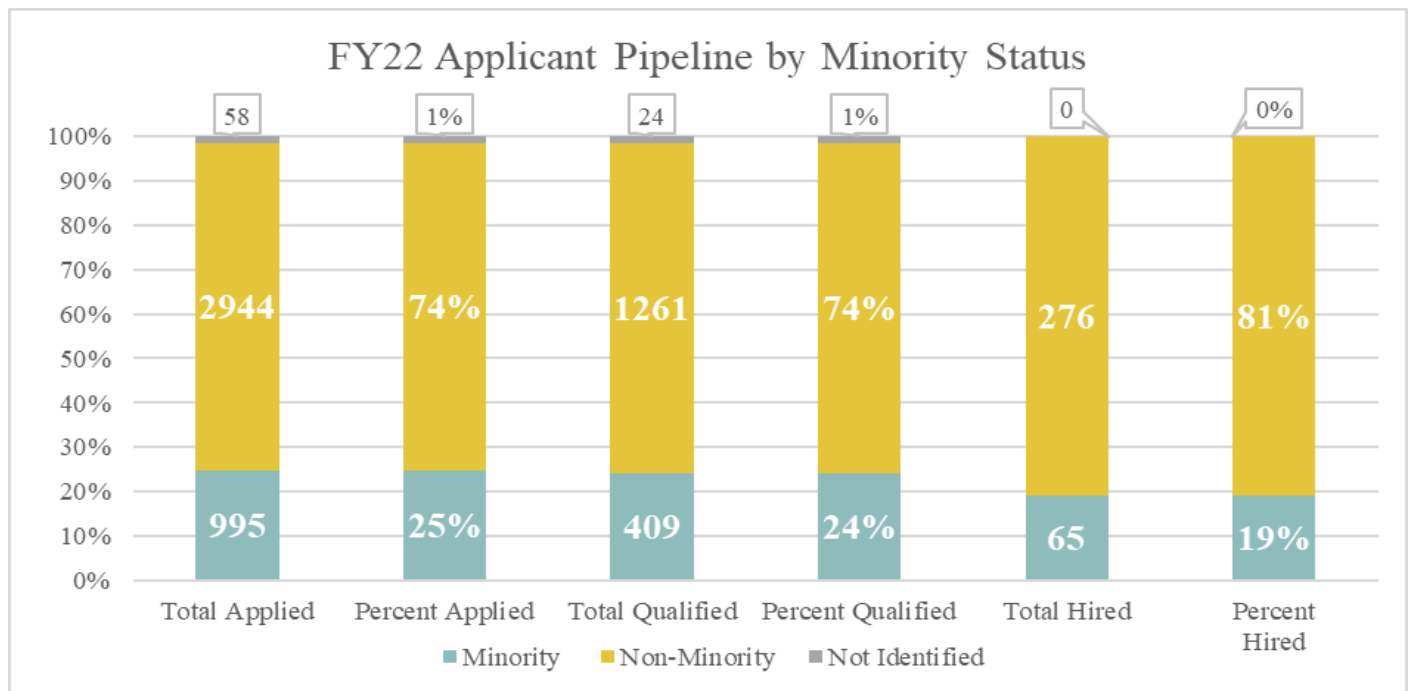
#### Applicant Pipeline

In FY22, 3,997 people applied online to DNREC jobs, a 12% decrease from FY21 in which 4,563 applied. This includes applicants for all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual/Seasonal Recruitments.

**Figure 22**



**Figure 23**



**Figures 22 and 23** illustrate the total applicants who applied to State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at [statejobs.delaware.gov](https://statejobs.delaware.gov), by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

*Figures 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.*

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**Recruitment and Hiring Times**

**Table 24**

Fiscal Year	Average Time-to-Fill (days)	Average Time-to-Hire (days)
FY21	79	62
FY22	64	42
Change FY21 vs FY22	-15	-20

**Table 25**

Fiscal Year	Average Time Req-to-Open (days)	Average Time Closing Date- to- Referral (days)
FY21	2	4
FY22	3	5
Change FY21 vs FY22	1	1

**Table 24** illustrates the average time in calendar days it takes to hire for vacant jobs and *measures the hiring manager's effectiveness in making hires.*

- Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.
- Time-to-Hire is measured by the number of calendar days from the time referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

**Table 25** illustrates the average time in calendar days it takes to post recruitments for vacant jobs and *measures HR's effectiveness in processing recruitments.*

- Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.
- Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

*Tables 24 and 25 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.*

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**SECTION IV: PLAN OF ACTION - FUTURE STEPS TO IMPLEMENT IN FY 2023 (JULY 1, 2022 – JUNE 30, 2023)**

**STRATEGIC PRIORITY (SP-1)**

**Workplace Environment, Climate, and Culture**

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely\*.

*\* At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Resources</b>	<b>Target Date to Launch</b>
SP-1 Goal 1	Maintain equality regarding hiring, salary, advancement opportunities, and transfers within the workforce.	Review current year data with prior years information to determine any positive or negative impact of compensation changes within the Agency.	Agency HRO and Agency Management	ER/LR Manager & HR Management	Provide the target date to completion, and if applicable, target dates for any milestones associated with the challenge.
SP-1 Goal 2	DNREC will continue to investigate all claims of discrimination, harassment, and retaliation in the workplace giving prompt and impartial judgements to those involved, in hopes to increase the level of trust within the workforce that complaints are taken seriously and acted upon if substantiated.	We would measure results by comparing the number of complaints versus previous.	Agency HRO	ER/LR Manager & HR Management	TBD



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**STRATEGIC PRIORITY (SP-2)**

**Management and Supervisory Effectiveness**

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition.\*

*\* At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Resources</b>	<b>Target Date to Launch</b>
SP-2 Goal 1	Provide training and guidance for DNREC leadership to achieve better operational cohesion amongst the Divisions.	Success will be measured by monitoring training compliance data and the presence of best practice standards in each Division.	Agency HRO, Division leadership	DLC training reports, ER&LR policies.	TBD
SP-2 Goal 2	Develop best practices to Ensure accountability of Agency leadership's compliance with submitting managerial performance plans and reviews each year.	Key results will be achieving at least 90% compliance.	Agency Leadership, Agency HRO	Performance Plan and Reviews	Start of Calendar Year.

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**STRATEGIC PRIORITY (SP-3)**

**Professional Development, Education, and Awareness**

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their career with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities\*.

*\* At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Resources</b>	<b>Target Date to Launch</b>
SP-3 Goal 1	Develop a more comprehensive standard practice of allowing in-office flexibility for staff.	Collect data and compare denials/approvals versus requests submitted.	Agency HRO management, Division Management	AWA requests	TBD
SP-3 Goal 2	Develop a feeder program by working with DHR to create an internship program.	Increased recruitment opportunities with partnerships with the local community school systems.	Agency HRO, DHR	Internship initiative	TBD